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Interagency Coordination

*Presented for MORS Interagency Perspectives,
Issues & Analysis*

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Agenda

- **Interagency Coordination; what is it and why we do it**
- **Agency representatives**
- **NORAD-USNORTHCOM; how we conduct interagency coordination**
- **Haiti experience**
- **Take away; bottom line**



Interagency Coordination; What & Why

- Agencies work together to achieve a common goal
 - challenge with how we work together and how we achieve our goals
- 21st Century challenges are far too complex for any one department/agency – at any level of government
- Interagency diversity – cultural differences, hierarchy, biases, and misperceptions - unity of effort a challenge
- In decision-making, non-DOD Departments/Agencies rely more on cooperation and consensus building
- Understanding plans, capabilities and limitations of other stakeholders is key to building your own plan
- **Coordinate, collaborate, integrate, synchronize...**

NORAD-USNORTHCOM operates in a complex interagency environment



NORAD-USNORTHCOM; How

- **Interagency Coordination**
 - Talk with Federal agencies
 - Generally work with other stakeholders; size and scope drive type of engagement activities
- **N-NC Interagency Coordination Directorate**
 - Mission: **Facilitate the anticipation, integration and synchronization** of Interagency activities to ensure mutual understanding and unity of effort
- **N-NC Joint Interagency Coordination Group (JIACG)**
 - Supports routine operational planning & initiatives; day to day
 - Membership includes agency reps, N-NC staff, subordinates
- **Interagency Coordination Center (ICC)**
 - Battle Cell; support contingency operations and exercises
 - Primary product: JIACG Assessments



N-NC IC Support of SOUTHCOM

- **IC sent 6 individuals to SOUTHCOM in support of their J9/Partnering Division (15-27 Jan)**
 - Including HHS agency rep, IC Director, and representation from our Operations, Law Enforcement, Plans and Preparedness, and Private Sector/NGO divisions
- **Objective of NC Interagency visit:**
 - Augment the Partnering Directorate/J9, as needed.
 - Observe and provide input on interagency processes which can assist the COCOM Cdr and staff with visibility of interagency activities.
 - Assist in operationalizing the Partnering Directorate/J9.



What They Did

- Developed succinct interagency products for dissemination with the various directorates, planning cells, and briefings. (Integrate)
- Consulted agency reps and provided advice on various interagency processes, procedures, cultures, and techniques. (Educate)
- Influenced and encouraged the Partnering Directorate/J9 to establish a JIACG type body to share relevant and time-sensitive information between the participating agencies. (Operationalize)
- Applied the “so what” to agency activities and future agency planning efforts.



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Progress

Measure	a/o 5 Feb	Total DOD to Date	Units
Sorties Flown	48	2,334	
Flight Hours	56	1,285	
MEDEVACs	6	476	
Surgeries performed	?	500	
Total Cargo	122	845	tons
Water	30,028	1,058,086	bottles
Food	281,564	1,408,738	meals
Medical Supplies	375	43,090	lbs
Support Equipment	-	75	tons
Handheld radios	8,000	59,600	
Other Cargo	2	36	



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Progress to What?

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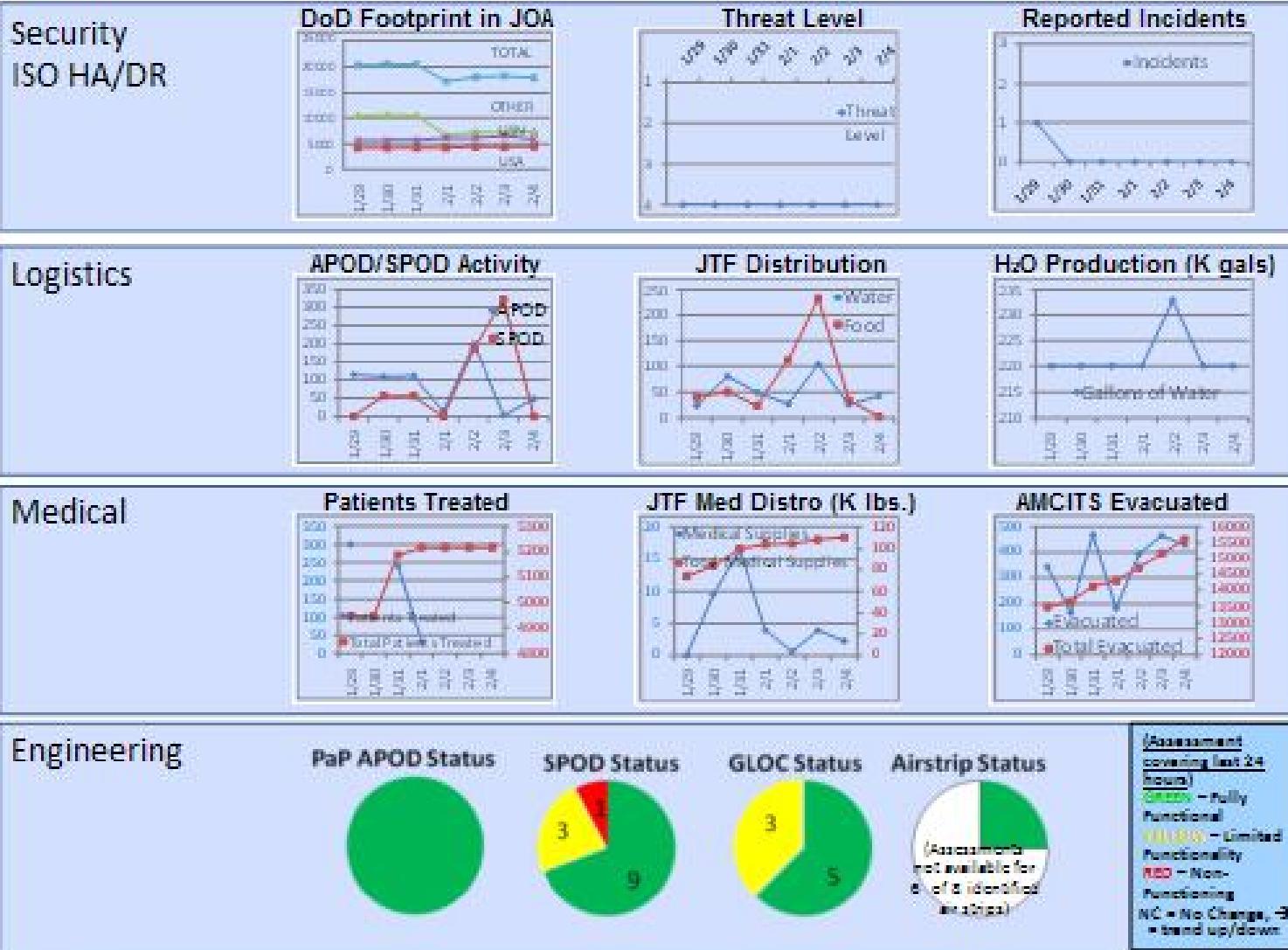
“Battling the CNN effect?”

The equation we are missing ?:
281K to location X + no roads + 96 CAIs = ARFA = Y



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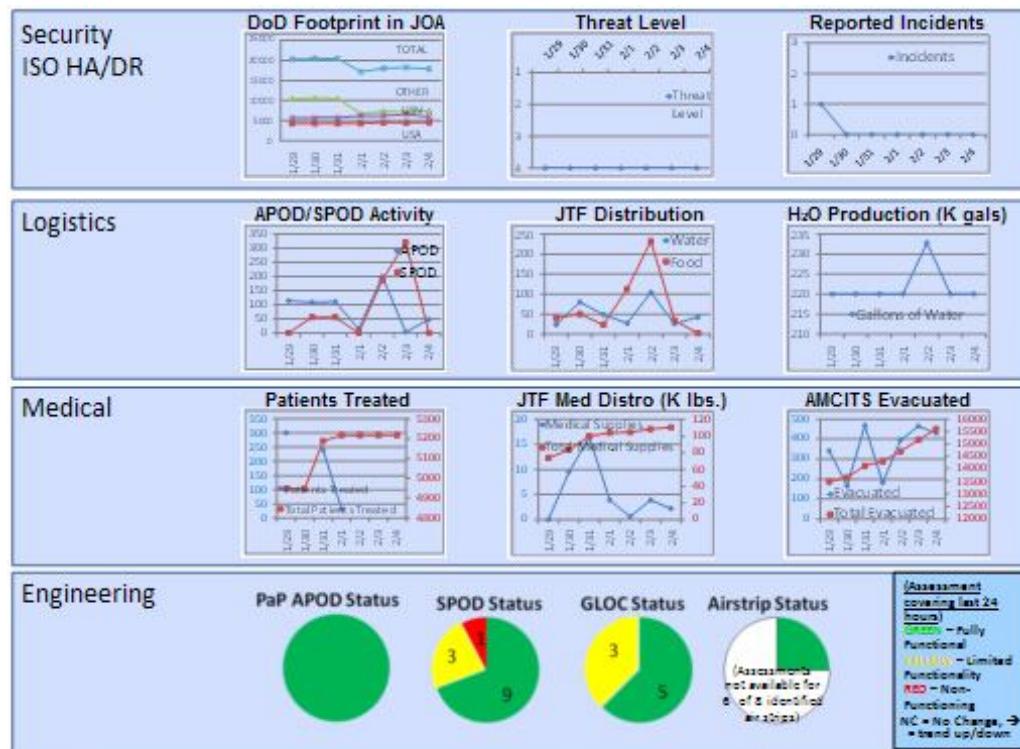
Dashboard Product





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Dashboard Product



2/5/2010

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Agency Operations

- DOS: Responsible for protection or evacuation of U.S. citizens and nationals abroad; policies and provisions for assistance to displaced persons and refugees abroad (EO12656)
- CBP: Designated 9 civ airports for returning AMCITs; processed & released individuals for in-processing AMCITs; processed & released individuals for repatriation
- HHS: Tasked to develop plans and procedures for the reception, temporary care, and repatriation of AMCITs evacuated from overseas (EO 12656); worked with state and local agencies for the reception, temporary care, and transportation to the final destination (relies on state to provide medical care and transportation to final destination)
- ICE: Once an individual arrives in the U.S., CBP determines if the individual is an illegal. If so, that individual is turned over to ICE. ICE will detain or remove individual.
- DHS: HSTF-SE and CBP are lead DHS leads for Haiti response planning and operations
- DOD: Advise/assist DOS and other agencies in planning for protection, evacuation, and repatriation of AMCITs in threatened areas overseas (EO 12656)

SAMPLE

Issues

- No decision on Legal Permanent Residents. US Citizenship Immigration Service (USCIS) verifies status and provides transportation letter to enter the U.S.
- DOS reporting that they do not expect many more AMCIT evacuations
- Availability of commercial airline transportation



REAL WORLD
As of 29 Jan 2010 (1400 MST)

Perceived GAPS/Assessment

Perceived GAPS

1. Assets for transportation of AMCITs; HHS or state lacking capacity
2. Challenges in coordination between agencies; international level to state level
3. Mass or controlled movement of Haitians to U.S.
4. Return of AMCITs to Homestead; no infrastructure in place to process AMCITs; is there still a DOD requirement to support?

Agency Goals to Close GAPS

1. Agreements with states, e.g., FL will be granted \$25M to pay for request of DOD transportation; HHS will bill FL for cost of transport; FL will bill HHS for reimbursement
2. State EOC facilitating coordination of issues at their level; Federal agency LNOs embedded with the state (e.g., DHS HSTF-SE or state EOC); DHS POG recommending DHS assume overall coordination role
3. HSTF-SE, ICE and CBP continue to plan for OVS implementation
4. CBP and HHS are present at Homestead; DOD proposal to fly only to Orlando - Sanford

SAMPLE



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Take-Aways

- Need for the COCOM to be strategic, yet agile enough to be operational
- Need for an “operational” component to address the interagency
- Given NORTHCOM’s relationship with Mexico, Bahamas, Turks, Caicos, and Canada, NC needs internalize lessons of Haiti in the anticipation of support to these other nations
- Primary emphasis should be focused on providing support to the international lead/primary agency (USAID/OFDA) vice our normal domestic JFO/FCO construct.

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Interagency ; An Operational Art

Incident grows – ICO supported by remaining IC Divisions; ICO activated hours/day (ICO daily activation and support)

Major Ops

or

Minor incident (floods, MN bridge collapse, tornado) – JIACG assessment provided by ICO personnel/agency reps



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In Closing

- **Interagency is a complex operating environment**
- **Open your aperture to include all agency partners**
- **Need to always ask who else needs to know...**
- **Pass out your business card before an event**



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N-NC/IC Bumpersticker

***When You Need a Friend, It Is
Too Late to Make One!***